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TAB A

**PROPOSED STATEMENT OF MISSION AND FUNCTIONS
SPECIAL SERVICES BRANCH, [REDACTED]**

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MISSION:

To provide appropriate recreation and welfare services for all Base personnel; to operate mail and telephone systems; to arrange necessary personal transportation and billeting; and to furnish offices reproduction services for other Support components.

FUNCTIONS:

A. Recreation and Welfare

1. To purchase, receive, store, issue, transfer and control all supplies and merchandise for sale in the Recreation Halls.
2. To manage, staff, and operate the sales activity in the Site 3 Recreation Hall.
3. To receive, deposit, and account for all cash receipts from sales, Staff Mess dues and fees, and special recreation activities. To issue checks in payment of all recreation costs not payable from appropriated funds.
4. In conjunction with the Staff Mess Executive Committee, to coordinate arrangements for individual parties, dances, bingo nights, meetings, and other activities at the Recreation Halls, including the physical set-up of furniture and other necessary supplies and facilities.
5. To furnish Finance Branch with the data required for accounting records and reports, and to prepare for the Base Commander, and the President and Treasurer of the Staff Mess, special statements of income and expense for each individual Recreation activity other than operation of the Site 3 Recreation Hall.
6. To coordinate the use, maintenance, and janitorial servicing of the physical facilities of the Recreation Halls at Site 2 and Site 3 and the other less frequently used welfare facilities.
7. To supervise and control operation of the movie theater and of vending machines, under the formal welfare program underwritten by appropriated funds.

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B. Other Services

1. To pick up all mail, personal and official, from the off-base Post Office, deliver mail to offices, and take outgoing mail to the Post Office. To make manifests of all outgoing classified mail and check manifests of incoming mail. To arrange for delivery of official and personal newspapers and magazines to the main gate by the supplier, and deliver the papers and magazines to the office concerned.
2. To operate the Base telephone system, arrange for routine changes in equipment, bill personnel for personal telephone costs, collect from TDY personnel for personal long distance calls and turn over to Finance Branch the amounts collected, and verify the correctness of monthly telephone invoices for payment.
3. To arrange reservations for air travel to Headquarters; notify Base offices of expected arrivals; process passenger and cargo manifests; and deliver passengers, mail and cargo to and from the plane.
4. To handle badges for personnel arriving on the Base or departing and to brief incoming personnel, using patterns established by the Security Branch.
5. To assign billets for TDY personnel and for PCS personnel who are authorized to use the EOQ; and to provide assistance to personnel in obtaining off-Base housing when quarters are not provided.
6. To distribute and maintain the "personal regulation" books for base quarters units, for the guidance of residents.
7. To provide reproduction service for other support components.
8. To administer the official stamp fund, by logging all stamp usage and accounting for all stamp expenditures.

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TAB B

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COMPARISON OF PRESENT AND PROPOSED T/O's

		<u>Number of T/O Positions</u>	
		<u>Present</u>	<u>Proposed</u>
Administrative Services Officer	GS-11	1	1
Administrative Services Assistant	GS-9	1	1
Telephone Supervisor	GS-6	1	1
Telephone Operator	GS-4	5	5
Clerk/Typist	GS-4	1	1(add Bookkeeping duties)
Clerk *	GS-	0	1
Mail Clerk	GS-5	<u>1</u>	<u>1</u>
TOTAL		10	11

* New position. Grade to be established by the Office of Personnel.

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TAB C

PROPOSED ORGANIZATION & ALIGNMENT OF FUNCTIONS SPECIAL SERVICES BRANCH

Chief

Branch Supervision.
Coordinating with other
Branches.
Administering "Welfare"
Program.
Planning, Supervising and
Operating Club and Recreation
Hall Activities.
Providing Required Personal
Services.

(Administrative
Services
Officer)

Administrative
Services
Assistant

Assisting Branch Chief.
Controlling Club Accounting Records.
Purchasing for Club.
Receiving Merchandise for Club
Controlling Inventories.
Coordinating Vending Machine
Operations.
Supervising of Bartenders.
Controlling Cash Boxes.
Making Weekly Activity Reports.

Clerk

Clerk-
TypistMail
ClerkTelephone
Section

Delivering to & from
Planes.
Driving Bus.
Sorting & Pouching
Headquarters Clas-
sified Mail.
Relieving Mail Clerk.
Assisting in Receiving
Merchandise.
Scheduling Planes.
Billeting, Briefing &
Registration of TDY
Personnel.
Controlling "T" Badges.
Assisting in Count of
Merchandise Physical
Inventories.
Coordinating With GSI
For Janitor Service.
For Club.
Maintaining Current-
Events Schedule.

Typing.
Filing.
Keeping T&A's.
Preparing Overtime
Reports.
Handling Stamp Log.
Handling Mail Log.
Operating Reprod-
uction Machines.
Distributing Base
Notices & Regu-
lations.
Performing Detailed
Clerical Duties
For Club Operations.
Maintaining Merchandise
Perpetual Inventory
Records.
Counting Cash Receipts
Turned in By Recreation
Hall Cashiers.
Making Overtime Reports.

Making Mail Runs
to Post Office.
Delivering Mail.
Manifesting Mail.
Sorting Mail.
Driving Mail Car.
Handling Newspaper
& Magazine Subs.
Keeping Base Bul-
letin Boards
Current.

Operating Switch-
boards.
Verifying Tele-
phone Bills.
Billing Personal
Phone Charges.
Issuing Telephone
Books.
Arranging Telephone
Installation and
Repairs.

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WORK DISTRIBUTION SCHEDULE
Special Services Branch

WEEKLY HOURS EXPENDED (10 People)							
	Spec. Serv. Off.	Spec. Serv. Asst.	Clerk Typist	Mail Clerk	Telep. Superv.	Telep. Oper.	Totals
Mail: Sorting, Handling, Pouching, Manifesting.			10	7			17
FOIAb2 Courier - on and off Base				32			32
Meeting Planes, billeting, [REDACTED]			16				16
Making Passenger manifests			5				5
Special Student billeting, Checking billeting facilities			3				3
Reproduction of Forms, Notices, Regulations			5				5
Staff Mess & Rec.: Daily Cash Count and Sales Summary		6½					6½
Ordering items for sale		4					4
Receiving deliveries, talking to salesmen		7½					7½
Inventory pricing, invoice processing		1½					1½
Clerical (above items plus acct. records)	25						25
Management of Operations, Coord.	5	4					9
Banking trips to City	1						1
Set-up of facilities for bingo parties, etc.	2	10					12
Paper & Magazine Subscriptions			1				1
Telephone Operations					12	200	212
General Clerical, Typing, repts. Supervision, Coordination -		3	4		12**		19
other than Staff Mess	10				12		22
Arrangements for phone instal- lations, repairs, etc.					6		
<u>Total Hours Per Week</u>	<u>43½</u>	<u>42½</u>	<u>43*</u>	<u>40</u>	<u>42**</u>	<u>200</u>	<u>410½</u>

- 1/ Plus an estimated 4 hours per week at night, checking Rec. Hall. Overtime not paid.
 2/ Estimated total time. Overtime is paid. Night work (included) at site 2 Rec. Hall is paid from staffing funds.
 * Overtime caused by plane schedule each week.
 ** Estimated average hours. Overtime is paid. Excess hours often needed to process telephone bill.

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COMPARISON OF PRESENT WORK DISTRIBUTION WITH ESTIMATED DISTRIBUTION UNDER PROPOSED T/O

TAB E

ACTIVITY	TOTAL HOURS		ADMIN. SERV. OFFICER		ADMIN. SERV. ASSISTANT		TELE. SUPERV. AND OPERATOR		CLERK		MAIL CLERK		CLERK/TYPIST	
	Now	Proposed	Now	Proposed	Now	Proposed	Now	Proposed	Now	Proposed	Now	Proposed	Now	Proposed
Mail: Handling Courier Pouching, Manifesting	49	49							0	10	39	39	10	0
Meeting Planes, Billeting	16	16							0	16			16	0
Passenger Manifests	5	5							0	5			5	0
Reproduction Services	5	5								3			5	2
Staff Mess and Recreation Halls:														
a. Detailed operations and clerical work	50½	55	25	5	25½	20							0	30
b. Planning, Control, Administration	9	30	5	20	4	10								
c. Special Functions, etc.	13	13	3	3	10	7			0	3				
Telephone Operations	212	212					212	212						
General Clerical	19	21			3	0	12	12	0	1			4	8
Supervision and Coordination of Branch Activities and Provision of Individual Personal Services.	32	37	10	12	0	3	18	16	0	5	11/	11/	3	0
TOTAL	410½	443	43	40	42½	40	242	240	0	43	40	40	43	40

1/ Processing of personal subscriptions to periodicals

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INTERRELATIONSHIP OF SPECIAL SERVICES BRANCH AND FINANCE BRANCH
IN ACCOUNTING FOR STAFF MESS OPERATIONS

1. General:

Work of these two Branches would be simplified by consolidation in the Special Services Branch of all accounting for Staff Mess activities. The present handling by Finance Branch (not legally required, inasmuch as operations are not supported by appropriated funds) causes multiple handling of many papers and requires frequent coordination between employees in the two Branches. Accounting work is now divided as follows:

- a. Special Services Branch performs direct supervision of recreation activities; handles cash, merchandise receipts, safekeeping of cash, and preparation of checks in payment of expenses.
- b. Special Services Branch prepares the original documents from which all accounting entries are made (such as cash summaries). Finance Branch records this original data in the permanent records and makes formal statements for Washington Headquarters, and for the President and Treasurer of the Staff Mess, as well as for the Base Commander.
- c. For each special activity (party, social meeting or other function) held at the Site 2 Recreation Hall, Special Services Branch makes an individual "function" statement. These statements, which show income and costs for each such activity, are based on data included in the books kept by Finance Branch, but cannot be made directly from the books. In theory, the "function" statements are a preliminary summary from which entries are made to the books. Timing of receipt of vendor invoices, etc., has made it impossible to use these statements in this way. These statements are used by the President, Treasurer and other officers of the Staff Mess to evaluate the activities involved.

2. Specific Items of Close Relationship:

a. Sales and Cash Receipts

- (1) Special Services Branch makes entries on the Cash Reconciliation form and on the sales summary form, balancing one against the other.
- (2) Finance Branch audits both forms, posts totals to a posting voucher, and posts from the voucher to the Cash and General Journal.

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b. Invoice Recording

- (1) Special Services Branch makes purchase orders, receives bills and approves and classifies them.
- (2) Finance branch enters the voucher number on each bill, makes a posting summary, if necessary, and posts to the Journal.
- (3) Special Services Branch files the bill until the day it is paid.

c. Check Writing and Recording

- (1) Special Services Branch types the check and remittance advice.
- (2) Finance Branch records the check in the Journal, posts payment notations by the original entries for the invoices covered.
- (3) Special Services Branch types envelopes, signs checks, mails checks and files invoices, by vendor name, after payment.
- (4) Finance Branch reconciles the Accounts Payable balance at the end of the month.

d. Payroll documents are handled by both Branches. Close coordination is required, particularly in regard to division of costs between Site 2 and Site 3 recreation halls.

3. Conclusions:

a. Consolidation will result in the following advantages:

- (1) Reduction of clerical work, by elimination of duplication of effort.
- (2) Improvement in timing of reports, by reduction of movement and double handling of papers.
- (3) Elimination of need to coordinate work of the 2 Branches to complete accounting work.

b. Special Services Branch will not be able to take over the additional work unless and until an additional clerk is fully trained.

c. Final action should be delayed until the Technical Accounting Staff has reviewed accounting methods. This is planned for about 6 months hence. At that time, it is expected that consolidation of Staff Mess Accounting will be found practicable.

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TAB G

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FOR STAFF MESS ACTIVITIES

Problems Noted in Present Procedures

1. The form of statement used for Site 2 operations does not show enough detail. Use of separate statements for Site 2 and Site 3 increases clerical work and makes analysis of statements unnecessarily difficult.
2. A single gross profit calculation is made for all Site 3 sales each month. The items sold may vary widely in profit rates. An unduly low profit in one class of sales may be hidden in the total figures.
3. The Cash Report form designed by TAS for recording Site 2 collections does not have adequate space for the variety of transactions covered. Neither does the substitute form used by Special Service Branch (without clearance by TAS).
4. The present check writing procedure is cumbersome and slow and requires too many clerical operations to complete each check.

Proposed Solutions

1. Use the combined statement format developed during the study and tested on the statement for February operations.
2. Calculate separate gross profits for beverages, tobacco, food and miscellaneous sales items. Do this now as a worksheet operation. Postpone revision of formal accounting methods until the study of accounting to be made by Technical Accounting Staff, by November, 1959.
3. An improved form should be developed and approved by TAS. (The Special Services Officer will meet with TAS on this question the next time he visits headquarters).
4. Use a 3-part pre-numbered check/voucher. Build records of payments by filing copies of the checks in numerical order each month, and make summary entries to books only once each month. [REDACTED] of TAS has approved having Special Services Branch make this change without further review. Management Staff has helped in form selection and will monitor the installation of the new system.

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5. The Special Services Officer sometimes receives verbal requests from the Staff Mess President, or Treasurer, to pay expenses not covered by formal bills. Verbal requests neither protect nor control the Special Services Officer in his check-writing function.
6. Nursery accounting has been loosely handled in the past, with poor controls over collections. During the study, Special Services Branch installed new methods materially improving financial control of nursery operations.
7. Perpetual inventories are often late in being posted, because of manpower shortage. These records are essential for control of operations and should be kept current at all times.
5. Checks should be written solely to cover expenses shown on invoices or written authorizations of payment, signed, in advance, by appropriate officers of the Staff Mess.
6. The improved procedures should be included in the accounting manual supplied by TAS for the Staff Mess. The change can be made as a part of the study to be made by TAS, by November 1959.
7. Give perpetual inventory records special attention so as to keep them current. If necessary, special help should be given the Branch in periods of manpower shortage. Finance Branch should audit the records periodically to insure that they are current.

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TAB H

Special Services Branch Participation in RecreationActivities Not Related to Operation of Site 3 Recreation HallESTIMATED TIME AND O1 COST

	<u>Grade of Employee Concerned</u>	<u>Weekly</u>		<u>Annual</u>	
		<u>Hours</u>	<u>Value</u>	<u>Hours</u>	<u>Value</u>
Organization of Athletic Program	GS-4	1	\$ 1.82	52	\$ 94.64
Physical Transfers of merchandise to Site 2 Rec Hall	GS-9	1½	4.32	78	224.64
Physical Inventory Counts, Site 2, Only	GS-9	4	11.52	208	599.04
Physical Inventory Records, Site 2, Only	GS-9	3	8.64	156	449.28
Set-up of Site 2 Rec Hall for Bingo	GS-9	1	2.88	52	149.76
Weekly Happy Hour at Site 2	GS-9	1	2.88	52	149.76
Set-up Site 2 Rec Hall for Parties	GS-9	1	2.88	52	149.76
Collection, Record Keeping-Staff Mess Dues	GS-11	2½	8.45	130	439.40
Planning and Coordinating Special Parties	GS-11	3	10.14	156	527.28
Making Special Accounting Statements Reflecting Costs of Special Activities	GS-11	3	10.14	156	527.28
Coordinating Use of Rec Hall	GS-9	1	2.88	52	149.76
		22*	\$ 66.55	1144	\$3,460.60
	GS-11	Irregular; time not subject to estimate			
Operation of Day Nursery		Nominal		Nominal	
Teen-Age Club, Scout Meeting, etc.		Nominal		Nominal	

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